See High-Level Risk Assessment See Risk Event Assessment and Planning

Change Control Plan

Throughout the project life cycle, changes will be introduced which will impact the project scope statement. These changes could be due to a new customer need/requirement or a miss communication of an existing requirement. Each change must be evaluated to effectively understand the possible impact to resources, time and/or cost.

See Scope Change Request and Evaluation See Scope Change Request Log

Project Issues

Day to day issues will be entered on a project issues log as an interim solution until further discussion can take place among the team. Each issue could result in the addition of a new activity to the WBS, a risk to be evaluated in the Risk Management Plan, or a change to be managed through the Change Control Plan.

See Project Issue Log

Scope Statement Template

Occument Preparation Information Comment Preparation Information Comments of Preparation Comments of P	ARED BY (PRINT)	SIGNATURE	DATE PREPARED
roject Definitions			
PROJECT TITLE			
PROJECT MANAGER			
PROJECT TEAM MEMBERS			
GOALS/OBJECTIVES			
SCOPE STATEMENT			
ASSUMPTIONS			
MAJOR RISKS			
DELIVERABLES			
ACCEPTANCE CRITERIA			
PHASES			
KEY MILESTONES			
KEY RESOURCE REQUIREM	ENTS	garging gaggering garging and an armine plant of the state of the stat	
EXTERNAL CONSTRAINTS		**************************************	
RELATED PROJECTS			

Project Release Status Report

Document Preparation	PREP	MED BY	PRINT)	SIGNATURE		DATE PREPARED
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ieneral Information	CURRENT I	ROJECT	ruse	SUPPORTING	DOCUMENTATION ATTA	CHED? WEEK ENDING DATE
NORTH MANAGEMENT				☐ Yes	□ No	
leport Information						
Status Changes from Report	Last	1			Explain	
Assumptions						
Scop e						
chedule Information		1				an anggan ay ay an
High-Level Phase Deliverable	Origi Comp Da	iete	New Est. Complete Date	Actual Complete Date		Explanation
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COMPLETED DELIVERABLES						
DELIVERABLES DUE NEXT PERIOD				100		

Work Breakdown Structure Template

	Project Management	WBS Ten	plate			
ID	Task Name	Duration	Start	Finish	Pred	Resource
1	Obtain Executive Commitment	1d	1/9/98	1/9/98		All
2	Define Requirements	3d	1/9/98	1/13/98		
3	Gather/Analyze Existing Documentation	1d	1/9/98	1/9/98		All
4	Meet to Baseline Requirements (several meetings)	1d	1/12/98	1/12/98	3	All
5	Produce Baseline Requirements Document	1d	1/13/98	1/13/98	4	All
6	Perform Analysis	4d	1/14/98	1/19/98		
7	Analyze Requirements Document	1d	1/14/98	1/14/98	5	BST
8	Produce/Distribute Updated Requirements Document	1d	1/15/98	1/15/98	7	BST
9	Meet to Understand Updated Requirements Document	1d	1/16/98	1/16/98	8	All
10	Analyze/Finalize Updated Requirements Document	1d	1/19/98	1/19/98	9	All
11	Perform Coding/Construction (design, code, unit test)	1d	1/20/98	1/20/98	10	All
12	Perform Testing	5d	1/20/98	1/26/98		
13	Create Test Plans	1d	1/20/98	1/20/98	10	All
14	Perform Internal Testing (systems, integration)	1d	1/21/98	1/21/98	13, 11	Ali
15	Perform External Testing	3d	1/22/98	1/26/98		
16	Perform Network Validation Testing (NVT)	1d	1/22/98	1/22/98	14	All
17	Perform End to End Testing	1d	1/23/98	1/23/98	16	All
18	Perform Stress/Volume	1d	1/26/98	1/26/98	17	All
19	Make Go/No Go Decision	1d	1/27/98	1/27/98	18	Ali
20	Deploy Release/Cut Over	11d	1/15/98	1/29/98		
21	Develop Recovery Plan (Back-Out)	1d	1/15/98	1/15/98	23FS- 10d	All
22	Develop Migration Plan Old to New (60-90 days) (Freeze Old Code)	1d	1/28/98	1/28/98	19	All
23	Perform Cut-Over	1d	1/28/98	1/28/98	19	All
24	Develop Post Implementation Audit Report	1d	1/29/98	1/29/98	23	All
25	Perform Training	8d	1/20/98	1/29/98		
26	Develop Training Plan	1d	1/20/98	1/20/98	10	All
27	Develop Training Package	1d	1/21/98	1/21/98	26	All
28	Train Users	1d	1/29/98	1/29/98	23	All

Attachment B-4

To Do List by Resource as of 2/10/98

(D	Task Name	Duration	Start	Finish	Predecessors	Resources
Week of Jan 4	- '					
1	Obtain Executive Commitment	1d	1/9/98	1/9/98		AI
3	Gather/Analyze Existing Documentation	1d	1/9/98	1/9/98		All
Week of Jan 11						
4	Meet to Baseline Requirements (several mtgs)	1d	1/12/98	1/12/98	3	Ali
5	Produce Baseline Requirements Document	1 d	1/13/98	1/13/98	4	Ali
21	Develop Recovery Plan (Back-Out)	1 d	1/15/98	1/15/98	23FS-10d	All
9	Meet to Understand Updated Requirements Document	1 d	1/16/98	1/16/98	8	All
Week of Jan 18						
10	Analyze/Finalize Updated Requirements Doc	1 d	1/19/98	1/19/98	9	Ali
11	Perform Coding/Construction (design, code)	1 d	1/20/98	1/20/98	10	Ail
13	Create Test Plans	1 d	1/20/98	1/20/98	10	All
26	Develop Training Plan	1 d	1/20/98	1/20/98	10	All
14	Perform Internal Tests (systems, integration)	1 d	1/21/98	1/21/98	13, 11	Ali
27	Develop Training Package	1d	1/21/98	1/21/98	26	All
16	Perform Network Validation Testing (NVT)	1d	1/22/98	1/22/98	14	All
17	Perform End to End Testing	1 d	1/23/98	1/23/98	16	All
Week of Jan 25						
18	Perform Stress/Volume	1d	1/26/98	1/26/98	17	All
19	Make Go/No Go Decision	1 d	1/27/98	1/27/98	18	Ail
22	Develop Migration Plan Old to New	1 d	1/28/98	1/28/98	19	All
23	Perform Cut-Over	1d	1/28/98	1/28/98	19	All
24	Develop Post Implementation Audit Report	1 d	1/29/98	1/29/98	23	All
28	Train Users	1d	1/29/98	1/29/98	23	All

To Do List by Dates as of 2/10/98

ID.	Task Name	Duration	Start	Finish	Predecessors	Resources
1	Obtain Executive Commitment	1 d	1/9/98	1/9/98		Ali
3	Gather/Analyze Existing Documentation	1d	1/9/98	1/9/98		Ali
4	Meet to Baseline Requirements (several mtgs)	1d	1/12/98	1/12/98	3	An
5	Produce Baseline Requirements Document	1 d	1/13/98	1/13/98	4	All
7	Analyze Requirements Document	1d	1/14/98	1/14/98	5	BST
8	Distribute Updated Requirements Document	1d	1/15/98	1/15/98	7	BST
21	Develop Recovery Plan (Back-Out)	1 d	1/15/98	1/15/98	23FS-10d	All
9	Meet to Understand Updated Requirements	1d	1/16/98	1/16/98	8	Ali
•	Document					
10	Analyze/Finalize Updated Requirements Doc	1d	1/19/98	1/19/98	9	All
11	Perform Coding/Construction (design, code)	1d	1/20/98	1/20/98	10	AH .
13	Create Test Plans	1d	1/20/98	1/20/98	10	Ali
26	Develop Training Plan	1d	1/20/98	1/20/98	10	All

Attachment B-6

Project Team Roster

Ocument Preparation I	PREPARED BY (PRINT)	SIGNATURE		DATE PREPARED
v - 1				
		ing or goodspains		
uideline: Use this roster to	ormat as guidance, expand	ing or condensing as	i necessary.	
Desiret Management				
Project Management	TEMAL	PHONE	PAGER	IFAX
MER! meaning				
Sponsor/Stakeholder				
ROJECT SPONSOR	EMAL	PHONE	PAGER	FAX
TAKEHOLDER(S)	EMAL	PHONE	PAGER	FAX
External Project Supp	ort			
AME	EMAL	PHONE	PAGER	FAX
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Project Team				
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			l	
AME.	EMAL	PHONE	PAGER	FAX
ME.	EMAL	PHONE	PAGER	FAX
WE	EMAL	PHONE	PAGER	FAX
wife .	EMAL	PHONE	PAGER	FAX

Attachment B-7

High-Level Risk Assessment

Document Preparation	on Information		
PROJECT NAME - RELEASE HUMBER	EVALUATOR (PRINT)	SIGNATURE	DATE PREPARED
	-		

Instructions: Put a check in the column that provides the best answer. Use the attached sheets for an explanation of each item. After all items have been evaluated, provide an overall risk assessment based on the individual responses.

High-Level Risk Assessment

	Level of Risk					
Risk Category	Not Applicable	Low Risk	Moderate Risk	High Risk		
Strategic importance						
Management support						
Budget availability						
Resource availability						
Project manager availability						
Time frame						
Clarity of and agreement on project objectives						
Participation in project definition						
Customer interest and involvement						
User involvement						
Technical complexity						
Technology maturity	Property Company					
Relevant experience	,					
Supplier/contractor involvement						
Major obstacles						
OVERALL RISK						

Guidelines

Guidelines	
Strategic Importance	Assess the strategic importance of the project. How essential is it to the planned corporate objectives or to the maintenance of current operations? The less essential the project, the greater the risk that it will not receive sufficient support and attention.
	Low Risk: The project has substantial strategic importance; it has either been mentioned directly as a major initiative or directly supports a major initiative.
	Moderate Risk: Failure to complete the project would jeopardize the achievement of major initiatives. Project sponsors would designate the project as "necessary."
	High Risk: The project does not directly relate to any major strategic initiatives. Project sponsors would designate the project as "nice to have."
Management Support	Determine the extent to which management throughout the company actively supports the project. Management support is essential if the project is to be effectively carried out. Management provides the resources by which the project is accomplished.
	Low Risk: Management in all organizations that will participate in the project actively supports the project initiative and willingly commits resources to the effort.
	Moderate Risk: Project sponsor provides strong support and establishes momentum among other managers who control resources.
	High Risk: Project sponsor is not strongly interested; no significant management attention or interest from any side.
Budget Availability	Evaluate the availability of funding to support the project. Determine whether funding will be available in the time frame necessary to carry out the work. Ensure funding is available for all resources—people, suppliers, material, computer time, and so on.
	Low Risk: Funding has been identified for the project, matching the time frame in which funds are required.
	Moderate Risk: Funding has not been identified specifically for the project; however, funding is available within established budgets and management has approved its use.
	High Risk: Funding has not been identified for the project, and funds are tight or unavailable within existing budgets.
Resource Availability	People are the most critical resource for the project. Evaluate the availability of human resources, assessing not only whether the required number of people are available but whether the right types of skills and experience levels are also available
	Low Risk: A project team has already been identified with the requisite skills; team members have been committed to the effort.
	Moderate Risk: Project team members have not been identified specifically. Most skills are thought to be readily available within the company.
	High Risk: Project team members have not been identified. Resources are scarce, and obtaining the necessary skills will be difficult in the required time frame.
Project Manager Availability	The availability of a qualified project manager will increase the chances of project success. Assess whether a project manager is available and will be assigned to the project.
	Low Risk: A project manager has already been identified for the project and is available in the required time frame.
	Moderate Risk: A project manager has not been specifically identified, but qualified project managers are available.
	High Risk: No qualified project manager is available to assume responsibility for the project.

Assess the time frame in which the project is required. Tighter time frames increase overall project risk. There is south does unficient time to plan the project thoroughly and to accomplish all project tasks. Low Risk: There is sufficient time available for project planning and project execution, including provision for a reasonable amount of slack time to accommodate unforeseen delays. Moderate Risk: There is sufficient time for project planning and project execution, assuming an optimized schedule with an aggressive critical path. High Risk: Even with the most aggressive scheduling, the project execution, assuming an optimized schedule with an aggressive scheduling, the project time frame is unrealistic. Deadlines will possibly result in cutting corners to meet the schedule. Assess the degree to which project objectives have been defined clearly. If the objectives are not clear, it is unlikely that the project will be carried out successfully. Also important is the extent to which the project objectives have been doubt into by the company's organizational elements that will contribute to or support the project. Low Risk: Project objectives have been generally defined, and there is general agreement with them. There is no detailed description of the objectives, however. High Risk: Project objectives have not been defined or if the project manager and project team will be allowed to participities have not been defined or if the project manager and project team will be allowed to participities have not been defined or if the project manager and project team participates in the project definition. Projects that are defined and handed to the project team are generally more difficult to complete than projects in which the project team participates in the project definition is project team will be a key player in the project team are generally more difficult to complete than project team will have no opportunity to review and revise that definition during the planning process. High Risk: There is a current p		
provision for a reasonable amount of slack time to accommodate unforeseen delays. **Moderate Risk:** There is sufficient time for project planning and project execution, assuming an optimized schedule with an aggressive critical path. **High Risk:** Even with the most aggressive scheduling, the project time frame is unrealistic. Deadlines will possibly result in cutting comers to meet the schedule. **Deadlines will possibly result in cutting comers to meet the schedule. **Deadlines will possibly result in cutting comers to meet the schedule. **Deadlines will possibly result in cutting comers to meet the schedule. **Deadlines will possibly result in cutting comers to meet the schedule. **Deadlines will possibly that the project objectives have been defined clearly. If the objectives are not clear, it is unlikely that the project will be carried out successfully. Also important is the extent to which the project objectives have been communicated and bought into by the company's organizations, and have been agreed to. **Moderate Risk:** Project objectives have been generally defined, and there is general agreement with them among the organizations. **Determine whether the project description of the objectives. however. **High Risk:** Project objectives have not been defined, or there is substantial disagreement will be made and the organizations. **Low Risk:** There is a current project definition. Projects that are defined and handed to the project team will be alway player in the project team of definition process. **Moderate Risk:** There is a current project definition; however, the project team will have an opportunity to review and revise that definition during the planning process. **High Risk:** The project definition is already established; the project team will have no opportunity to review and revise that definition during the planning process. **High Risk:** The customer is actively interested in the project as ompleted as planned. **Low Risk:** The customer is interested in the project	Time Frame	project risk. There should be sufficient time to plan the project thoroughly and to accomplish all
optimized schedule with an aggressive critical path. High Risk: Even with the most aggressive scheduling, the project time frame is unrealistic. Deadlines will possibly result in cutting corners to meet the schedule. Assess the degree to which project objectives have been defined clearly. If the objectives are not clear, it is unlikely that the project objectives have been communicated and bought into by the company's organizational elements that will contribute to or support the project. Low Risk: Project objectives have been communicated and bought into by the company's organizations, and have been agreed to. Moderate Risk: Project objectives have been generally defined, and there is general agreement with them. There is no detailed description of the objectives, however. High Risk: Project objectives have not been defined, or there is substantial disagreement with them among the organizations. Participation in Project Definition Determine whether the project has already been defined or if the project manager and project team will be allowed to participate in the project definition. Projects that are defined and handed to the project team are generally more difficult to complete than projects in which the project team participates in the project definition process. Low Risk: There is no current project definition, however, the project team will have an opportunity to review and revise that definition during the planning process. High Risk: The project definition is already established; the project team will have no opportunity to review and revise that definition during the planning process. Low Risk: The customer is actively interested in the project as unlimate customer. Will the customer materially participate in the project on the part of the project samily have no opportunity to revise it. Evaluate the level of interest in the project on the part of the project as planned. Low Risk: The customer is actively interested in the project is completed as planned. Low Risk: The customer is interes		Low Risk: There is sufficient time available for project planning and project execution, including provision for a reasonable amount of slack time to accommodate unforeseen delays.
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High Risk: Users are unavailable to participate in the project.		
		High Risk: Users are unavailable to participate in the project.

Technical Complexity	The level of technical complexity is a direct contributor to overall project risk. Assess the complexity of the project with regard to the project's size, the type of system to be developed, the number of organizations that will participate, and the difficulty of the task.
	Low Risk: The project is technically straightforward. The system is limited to a specific application with little crossover or interface with other systems and applications.
	Moderate Risk: The project presents a technical challenge. The requirement is difficult to solve, or the system will perform multiple functions in concert with other systems.
	High Risk: The project is extremely difficult technically. There are substantial integration requirements with other systems.
Technology Maturity	Mature technology is easier to work with than emerging technology. Assess the level of maturity of the technology to be used in the system. Does the technology currently exist? Has it been proven in other applications? Will the technology be developed during the course of the project?
	Low Risk: Virtually all the technology to be used on the project has been used in other, proven applications.
	Moderate Risk: Most technology has been used in other applications. There will be some technology development during the project but that will be limited to specific functions and areas.
	High Risk: Most project technology will be developed during the project and must be proven during the validation and testing process.
Relevant Experience	Organizations that have experience with similar projects can complete projects with less risk than organizations doing a project for the first time. Determine whether the company has experience with projects that relate to or are similar to the contemplated project.
	Low Risk: The company has substantial experience with related or similar projects and can apply that experience to the current project.
	Moderate Risk: The company has some experience with related projects.
	High Risk: This is the first project of this type that the company has undertaken.
Supplier/ Contractor Involvement	Involving suppliers or contractors in the project can increase the risk, especially if the company has not worked with those organizations before. Determine the extent and anticipated difficulty of supplier involvement.
	Low Risk: Either few or no suppliers will be involved, or all suppliers have worked with BST on previous projects.
	Moderate Risk: Some suppliers will be involved; most will have worked with the company on previous projects.
	High Risk: Many suppliers will be involved. A significant number will not have worked with the company on previous projects.
Major Obstacles	Assess any other major obstacles that may exist. Identify the obstacles and whether it appears that they may be overcome.
	Low Risk: Few major obstacles exist; for those that exist, there are clear solutions.
	Moderate Risk: Some major obstacles exist: there are clear solutions for most of them.
	High Risk: A significant number of major obstacles exist for which there are no clear solutions.

Risk Event Assessment and Planning

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Risk Mitigation Strategies

	Strategy Type (Check One)						
Strategy Description	Avoid	Assume	Control	Transfer			
enter a description of the preventative strategies and contingency plans for the risk							
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Scope Change Request and Evaluation

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Scope Change Request Log

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Project Issues Log

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Log Information

Issue Issue Name/Description

Severity Assigned to Open Date Closed Resolution

Open Date Closed Resolution

BST Maintenance/Defect Notification Document

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Attachment C-1

Preliminary Priority List

Company Name:			-	
CCCM:			-	
Date Submitted:			TO V TATALINA BA	
Enhancement Review Meetin	g Date:		The resource additions	
Return to BCCM by				
Check Interfaces Used:	☐ LENS ☐ EDI PC	☐ LPOG ☐ TAFI	EDI EC-TA Local	
	If you do not use	an interface, do no	t rate the request.	

Rate request on a scale of 1 to N, with N being the greatest. Rate by Category, by interface, for each interface your company uses.

Category	Rating	Interface	Change Request Log
Pre-Ordering		LENS	LENS1221040398
- · · · · · · · · · · · · · · · · · · ·		LENS	LENS0332040498
		LPOG	LPOG0555040498
Ordering		EDI	EDI1221032598
07uc.m ₈		EDI PC	EDIPC0332040198
		LENS	LENS0555040198
Maintenance		TAFI	TAFI1221040698
		TAFI	TAFI0332040798
		ECTA	ECTA0555040898
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Change Request Log Template

CR Log #	Status	Title	Priority	Support Doc (Y/N)	Initiating Company	Contac t Name	Contact Number	Date Sent	ERM Date	RPM Date	Target Release Date
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Enhancement Review Meeting Agenda Template

OpeningFacilitator/BellSouth opens meeting.	10 Minutes
Change Request Log Status	30 Minutes
Change Requests to be reviewed will have a status of "P" for Pending and will following Part 2 - Detailed Process Flow.	ow the process flow as outlined
Regulatory Issues	30 Minutes Clude FCC rulings, PSC
Release Management & Implementation Status	30 Minutes
Recycled Change Request(s)	
Initial Prioritization of Change Requests	oany Preliminary Priority Lists Review Meeting to be included
Presentation of Change Requests Pre-Ordering Ordering Maintenance	·
The presentation of each Change Request is limited to 20 minutes. The initiator of temperature maximum of five minutes of presentation time followed by a 15 minute question and Requests will be presented and prioritized by Category, by Interface.	
Develop Candidate Change Request List	60 Minutes
Maintenance Participating companies will vote on the final prioritization of the Change Requests Enhancement Review Section of the Change Control Process Document. Change R sizing and sequencing will be placed on the Candidate Change Request List along w	equests to be submitted for
Present Outputs	10 Minutes
Re-cap of final prioritization and Change Requests submitted to the Candidate Chan	
Issues/Action Items	
Adjourn	5 Minutes

Release Schedule Status Log Template

Electronic Interface Change Control Process Release Management Status Log Release No. CR Log # Interface BST Release Date On-Target (Y/N) Comments							
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Electronic Interface Change Control Process User Registration Form

RETURN BY 5/8/98			
Date/			
Company Name			
CCCM Assigned		Phone	
CCM E-mail Address		Fax	
OK to add to Electronic Inter	face Change Control Process	CLEC Distributio	n List? Yes No
Interfaces Currently Used:	Pre-Ordering	Ordering	☐ Maintenance
	☐ LENS ☐ LPOG	☐ EDI ☐ LENS ☐ EDI PC	TAFI EC-TA Local
orm Completed By (Signatur	e) rticipate in the Electronic Int		ntrol Process: Word 6.0 and Excel 5.0 or
	BCCM FAX 770-987-2420	OR	Audrey Thomas 19U85 BellSouth Center 675 W Peachtree Street, N.E. Atlanta, Georgia 30375

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Attachment C-6

APPENDIX D - STEERING COMMITTEE MEMBERS

A	active Members	Past Members			
Representative	Company	Start Date	Representative	Company	Start Date
Audrey Thomas	BellSouth	02/98	Linda Tate	BellSouth	12/97
Marcia Moss	BellSouth	12/97	Pat Becker	Sprint	12/97
Kelvin Maddox	AT&T	03/98	Sharon Arnett	Sprint	12/97
Beverly Simmons	AT&T	12/97	Alan Anglyn	мсі	12/97
Mark Turner	MCI	02/98	Mary Bennett	AT&T	12/97
Paul Alexander	Sprint	03/98	Paul Johnson	AT&T	02/98
Al Witbrodt	LCI	02/98	William Rice	ACSI	02/98
Bill Shoemaker	EDS - Facilitator	12/97	Julia Strow	Intermedia	02/98
Julie Stein	BellSouth — Alternate Facilitator	12/97			



Electronic Interface Change Control Process Sign-off Agreement

Date: April 14, 1998

To: Bi Change Control Steering Committee

From: BellSouth Change Control Manager

Please Indicate your concurrence in baselining the Blackronic Interface Change Control Process by signing this document and faxing it to Audrey Thomas at 770 987-3275.

Baselining the document indicates that:

Version 1.0 (as attached) is the current document

• The document is in Change Control

Significant Changes to the document must be approved by the Secering Committee

Audrey Thomas BeilSouth	Date	Marcia Moss BellSouth	Doto
Kelvia Meddox AT&T	Dete	Mark Turner MCI	Date
Bull Alexander Sprint	<u> Agril 16, 1697</u> Dese	Al Withrodt LCI	Date
Bill Shownsker ROS - Pacificator	Date	Additional Signature	Den



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Audrey Thomas BellSouth	Date	Marcia Moss BellSouth	Dele
Nelson Mallox Kolvin Maddox AT&T	4/15/94 Date	Mark Turner	Dete
Paul Alexander Sprint	Date	Al Withrost LCI	Data
Bill Shownstor EDS - Pacificator	Des	Additional Signature	Date